

# Part 2 : The Domains

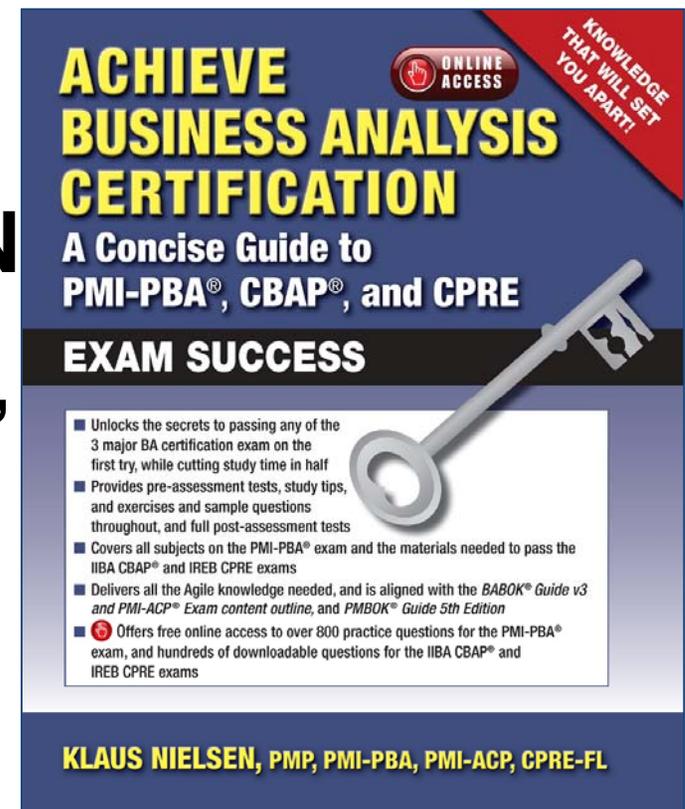
## Chapter 6: Planning Domain

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# ACHIEVE BUSINESS ANALYSIS CERTIFICATION

## A Concise Guide to PMI-PBA<sup>®</sup>, CBAP<sup>®</sup>, and CPRE

By Klaus Nielsen





# Business Analyst Planning

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*Business Analysis for Practitioners* (2015) illustrates the business analyst planning as the following steps:

- Conduct or refine the stakeholder analysis
- Create the business analysis plan
- Plan the business analysis work

# Why Perform Business Analysis Planning?

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Planning is essential for project success

Planning involves ensuring what is and what is not within (Scope) the project

Process for validating, verification and approving of requirements

Key stakeholders are analyzed and aware of the activities

Change management is defined

Sets expectations with all participants

Archives stakeholders and team buy-in

Ensure an efficiently business analysis process

# Determine Project Context

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Communication

Structures

Culture

Organizational process assets

Enterprise environmental factors

Stakeholders and governance

Project life cycle

Phases

# System Context

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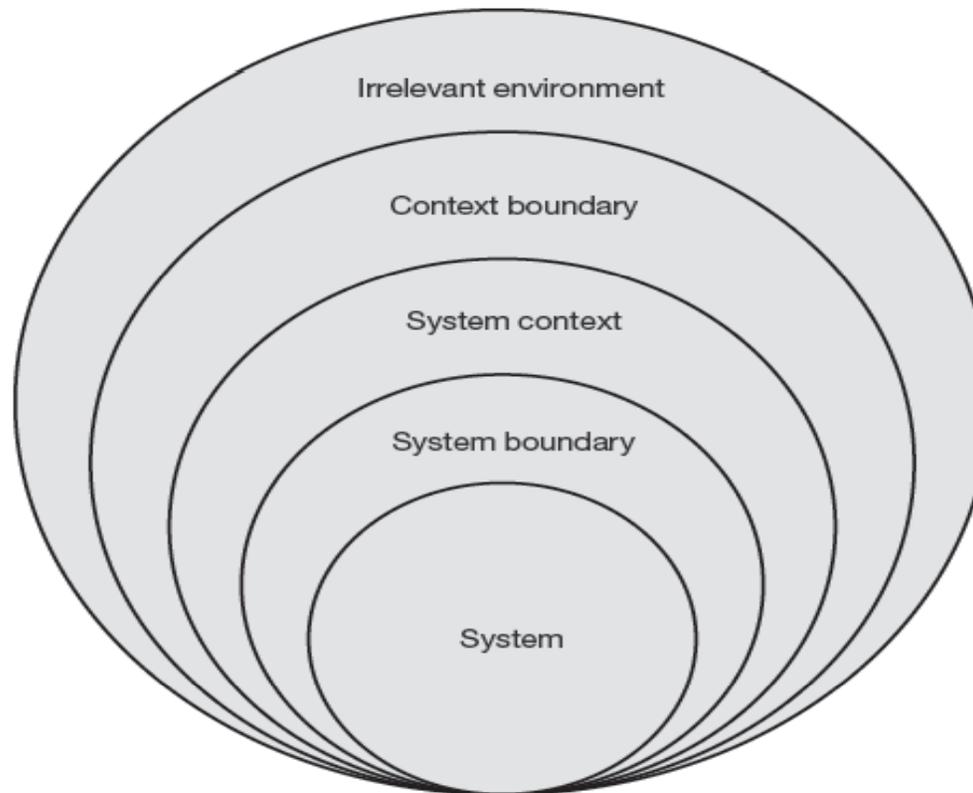
First, we need to establish a **system context**, defined as, *“the part of the system environment that is relevant for the definition, as well as the understanding of the requirements of a system to be developed”*.

Possible aspects of reality that influence the context of a system are:

- People (stakeholders or groups of stakeholders)
- Systems in operation (other technical systems or hardware)
- Processes (technical or physical processes, business processes)
- Events technical or physical)
- Documents (i.e., laws, standards, system documentation)

# Determine the Business Context

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**Figure 6.2** System boundary

# Documenting the System Context

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- Use case diagrams
- Data flow diagrams
- Context diagram
- Work scope diagram

# Plan Requirement Traceability

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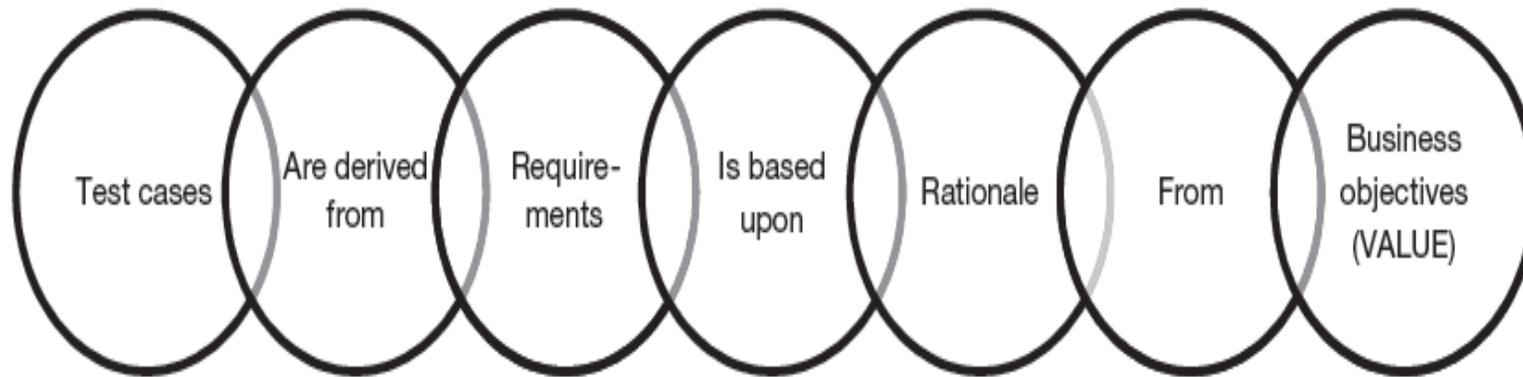


Figure 6.5 Alignment with stakeholder value

# Develop Requirement Management Plan

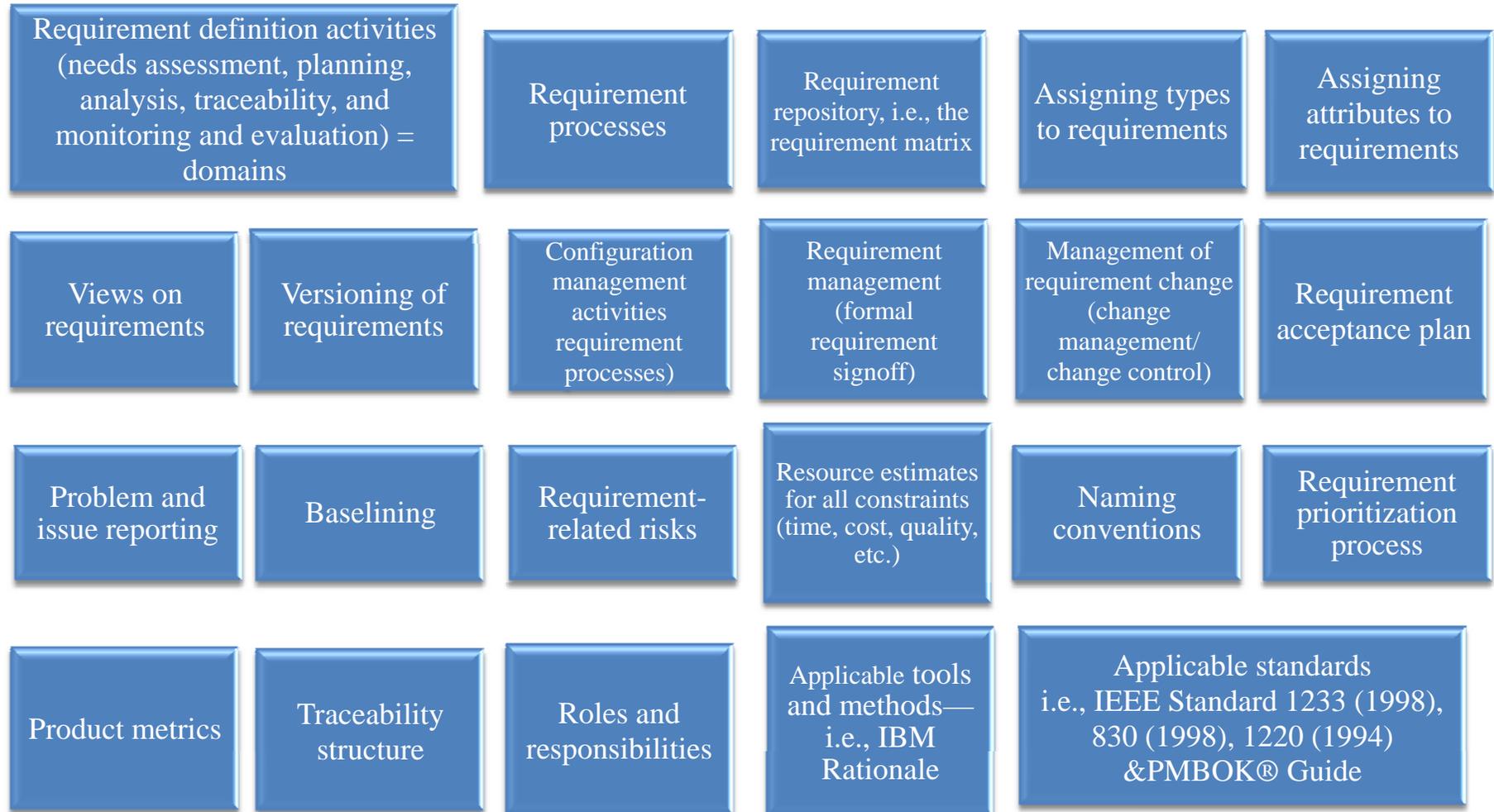
The requirement management plan is defined as “*a component of the project or program management plan that describes how requirements will be analyzed, documented, and managed*”.

**Table 6.9** Plan scope management

<b>Input</b>	<b>Tools and Techniques</b>	<b>Output</b>
<ul style="list-style-type: none"><li>• Project management plan</li><li>• Project charter</li><li>• Enterprise environmental factors</li><li>• Organizational process assets</li></ul>	<ul style="list-style-type: none"><li>• Expert judgment</li><li>• Meetings</li></ul>	<ul style="list-style-type: none"><li>• Scope management plan</li><li>• Requirements management plan</li></ul>

# Requirements Management Plan Content

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# Requirement Management Plan and Other Subsidiary Plans

**Table 6.11** Requirement management plan and other subsidiary plans

<b>Requirement management plan</b>	Baseline requirements	Change management plan
	Approved changes	Configuration management plan
	Project scope defined	Scope management plan
	New and changed requirements may issue risks	Risk management plan
	Define how requirements are to be reviewed	Quality management plan
	Define which requirements in which releases	Release management plan
	Planning of the activities	Business analysis plan

# Exercises

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## **Exercise 6.4**

Complete and discuss the business analysis  
key words matching exercise

# Plan Requirement Change Control

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Selection methods for requirements change control is done by:

- Identifying channels for communication requests, and
- Identifying processes for managing changes to establish standard protocols for incorporation into the change management plan

# The Change Control Board

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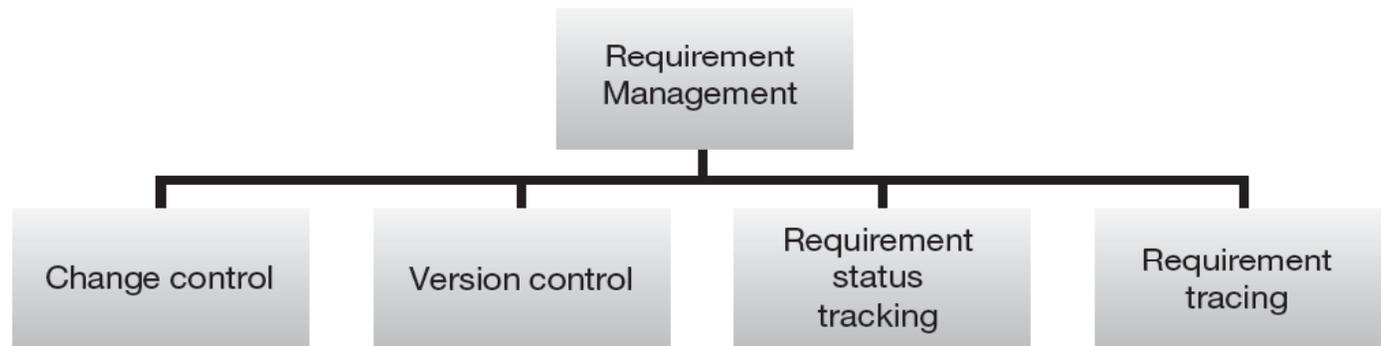
**Table 6.18** Participants in the change control board

<b>Possible roles on the change control board</b>	<b>Description</b>
CCB chair	Final decision making
Evaluator	Analyzes and assesses the change
Modifier	Implements the change
Originator	Submits the change request
Request receiver	Receives the change request
Verifier	Checks that change is made correctly

# Plan Document Control

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Select methods for document control using documentation management tools and techniques in order to establish a standard for requirements traceability and versioning



**Figure 6.7** Requirement management

# Define Project Expected Outcome

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The last task in the planning domain, is to define the business metrics and acceptance criteria, in collaboration with stakeholders, to evaluate when the solution meets the requirements.

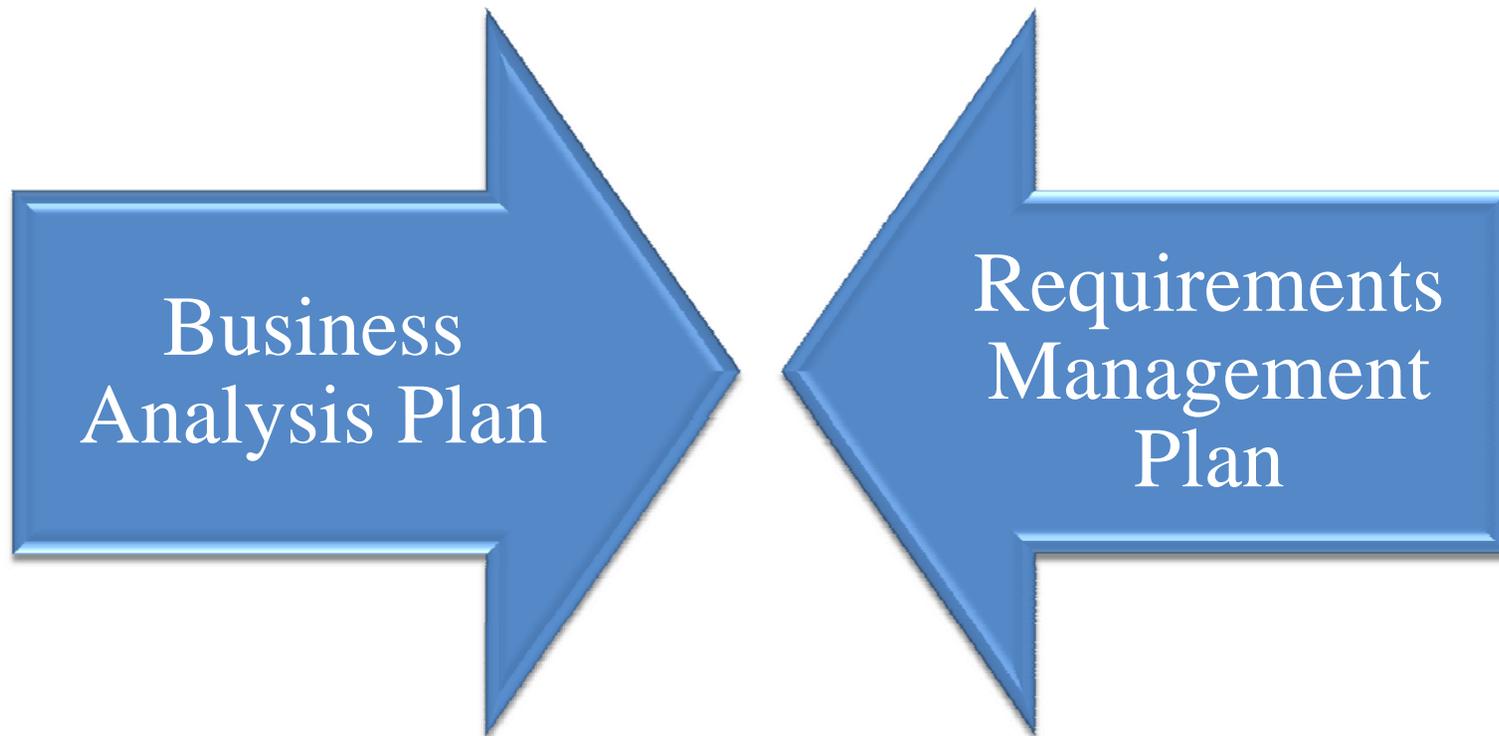
# Validation Techniques

**Table 6.23** Validation techniques

Validation techniques	Descriptions
Inspections	An organized examination process of the requirements
Desk-checks	The author of a requirement artifact distributes the artifact to a set of stakeholders The stakeholders check the artifact individually The stakeholders report the identified defects to the author The collected issues are discussed in a group session (optional)
Commenting	Individual validation of requirements
Structured walkthroughs	A walkthrough does not have a formally defined procedure
Prototypes	A prototype allows the stakeholders to try out the requirements for the system and thereby experience them
Checklists	Quality aspects, experience, error statistics
Interviews	Interviews applied for validation
Workshops	Validation through workshops with stakeholders
Problem tracking	Method to keep track of the validation process and identified problems

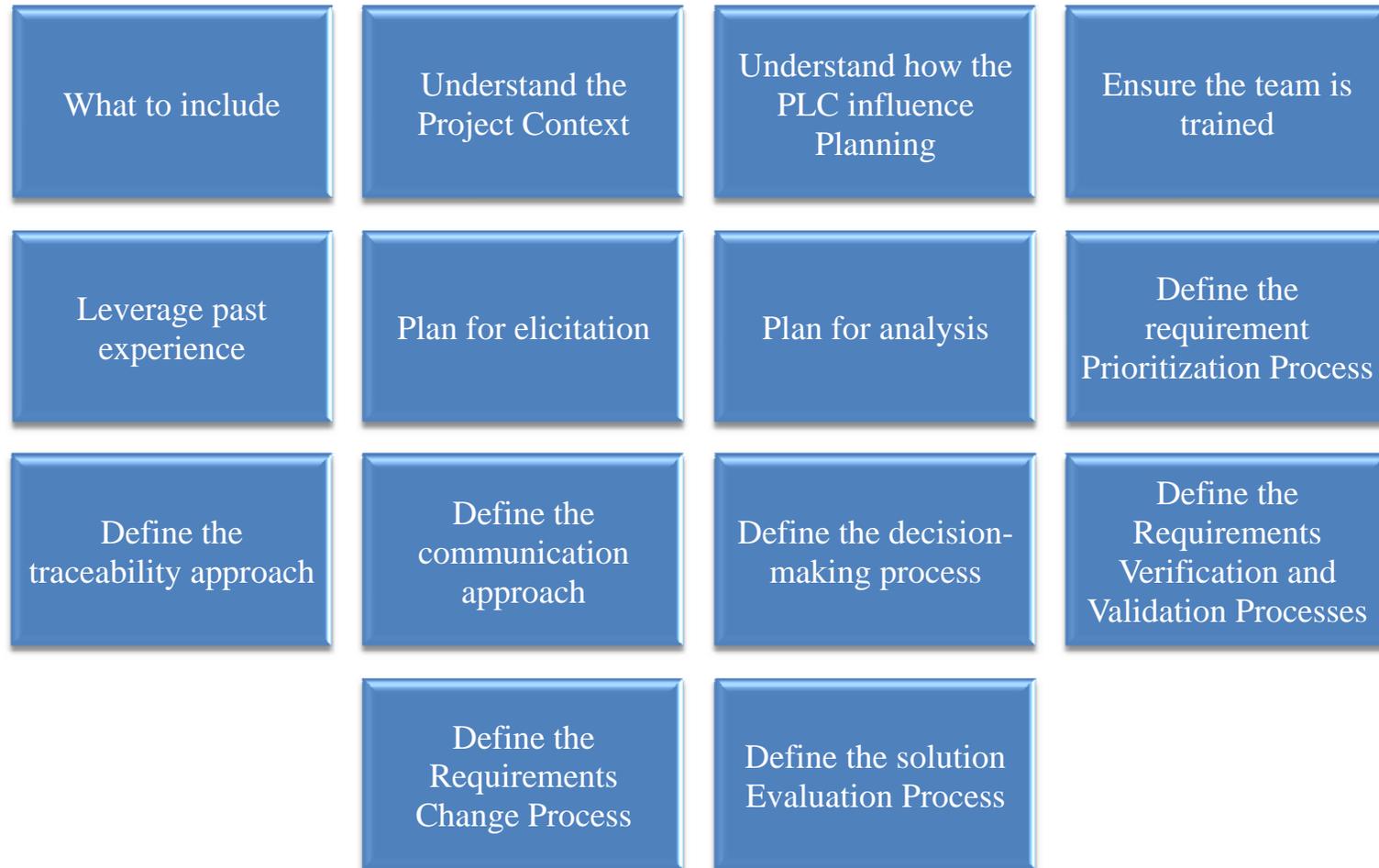
# Create the Business Analysis Plan

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# Content of the Business Analysis Plan

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# Documenting the Business Analysis Plan

Document management is defined as “*the process taken with documents within an organization, with respect to the creation, distribution, and deletion of documents.*”

Document management tools play a vital role in requirements management and project success. Requirements and project management are document driven, often paper based, and contain a lot of documents and models.

The six basic techniques and tools of document management systems are:

1. Document creating
2. Storage and retrieval
3. Management
4. Version control
5. Workflow
6. Multiple delivery formats

# Business Analysis Work Planning

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## Scheduling Tools and Techniques

Decomposition model

Work Breakdown Structure

Define activities (Activity list)

Define sequence

Dependencies

Estimates

Critical path

Schedule compression

Milestones

Roles and responsibilities

# Estimating Business Analysis Work

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## Estimating Tools and Techniques

Analogous estimating

Parametric estimating

Delphi

Program Evaluation and Review Technique (PERT)

Expert judgement

Function points

CoCoCO II

Planning poker (Agile)

Relative sizing

Affinity estimating

Top-down

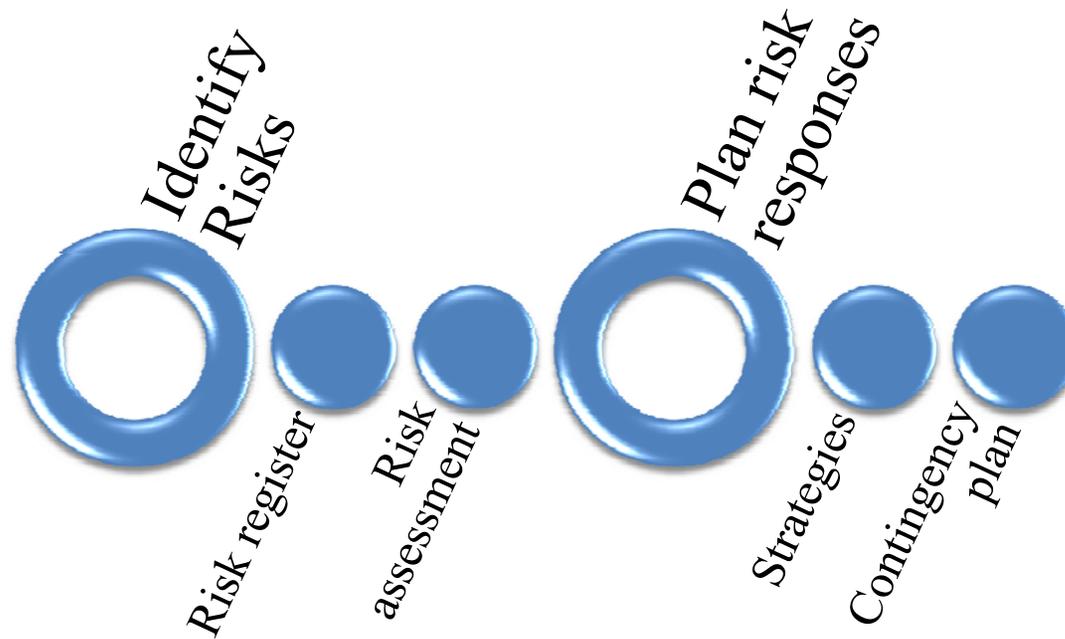
Bottom-up

Vendor bids or publish data

# Contingency Planning

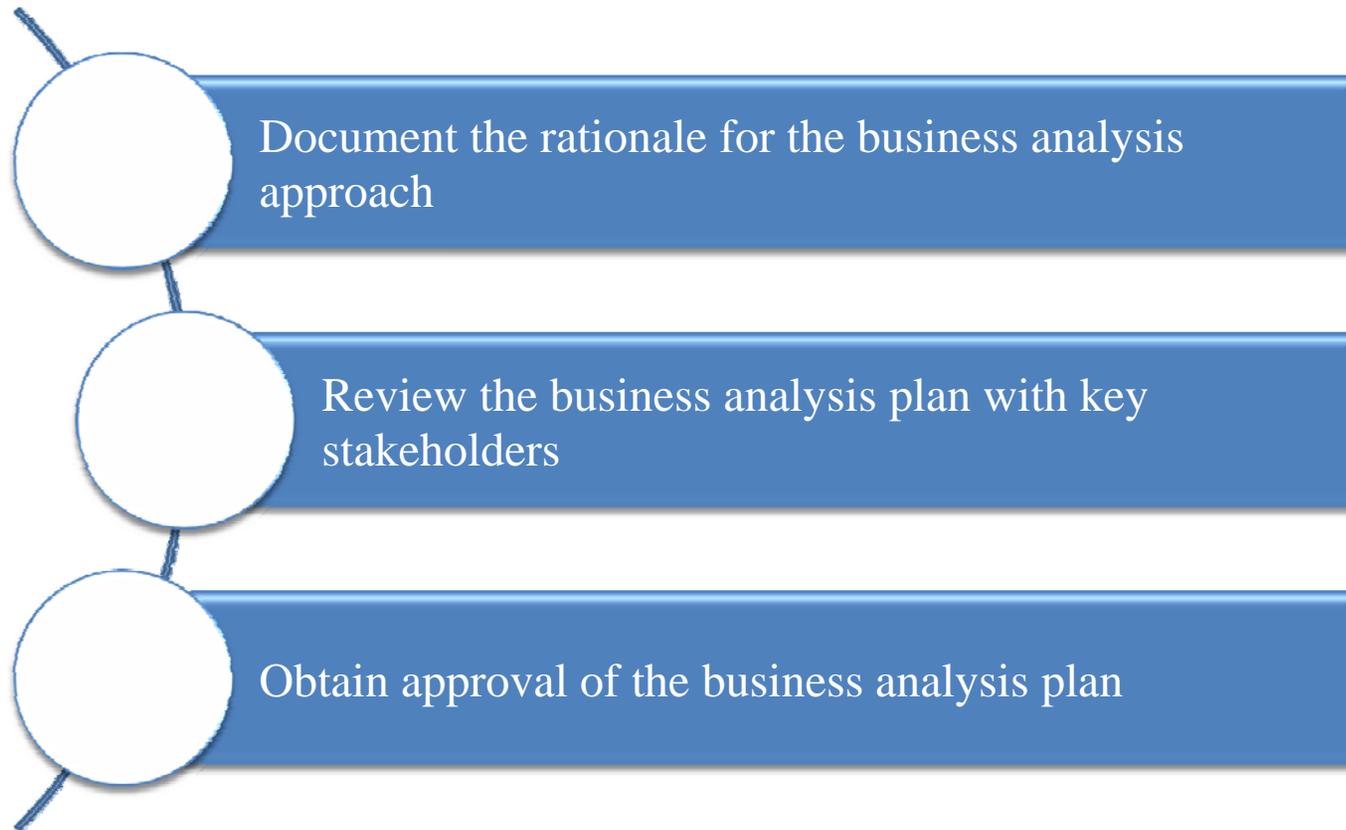
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**What if the business analysis plan fails?**



# Planning—Last Steps

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# Knowledge and Skills

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- Collaboration tools and techniques
- Elements of a requirements management plan
- Version control tools and techniques
- Quality management
- Documentation management tools and techniques
- Development methodologies
- Scheduling tools and techniques
- Estimating tools and techniques
- Contingency planning
- Measurement tools and techniques
- Planning tools and techniques

# Exercises

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Complete and discuss end of chapter  
posttest and Exercise 6.8 the key words and  
definitions matching exercise

# Questions?

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# Thank You

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